

## Theme 1 – An engaged, Motivated and Healthy Workforce

### **Action 1 - Agree a range of actions to be implemented with partners, which improve the mental health and wellbeing of the pharmacy workforce**

Pharmacists, pharmacy technicians and their support staff work in safety-critical roles. The consequences of being tired or distracted can have serious consequences on the public if an error is made. Healthy working arrangements and environments must include proper rest breaks for staff and may require co-ordination between Health Board teams or Primary Care Clusters to maintain access to services

### **Action 2 - Develop pharmacy job planning guidance and a toolkit which will bring the right balance of service delivery, development of self and others, leadership, research and innovation when implemented by employers**

Job planning recognises the need to develop people and organisations alongside sufficient capacity to deliver services. To support transformation and application of career development frameworks, job plans will be developed for all pharmacy team roles providing NHS services, with progress on implementation monitored by HEIW.

### **Action 3 - The NHS Staff Survey, or an equivalent, will be extended to include those working for NHS contractors as well as those in NHS employment to assess progress with staff engagement, experience and wellbeing**

By extending the NHS Staff Survey beyond those in NHS employment to include those working for NHS contractors in the pharmacy workforce, we can implement a consistent approach to monitoring and measuring employee experience. This will include an ongoing engagement index score that enables us to capture staff experience across different settings, professional groups and protected characteristics

### **Action 4 - The electronic 'Catalogue of Workforce Solutions',<sup>16</sup> a tried and tested collection of interventions to reduce pharmacy workforce pressures, should be reviewed and developed.**

This catalogue is a collection of interventions, already tried and tested in Wales, that can alleviate acute workforce pressures when providing NHS pharmacy services. These solutions are captured within a digital catalogue available to all stakeholders. The catalogue will be maintained by HEIW until March 2024 where a decision will be made on further use/investment as a method of sharing good practice

## Theme 2 - Attraction and Recruitment

### **Action 5 - Develop an inclusive, strategic, All-Wales approach to promoting all pharmacy team careers in Wales**

Short-term project to scope and develop an inclusive, strategic plan for increasing attraction into pharmacy roles, including schoolwork experience, vacation placements, open events and recruitment events in pharmacy in Wales. Specifically, this will include additional outreach to ensure the diversity of our workforce reflects the diversity of our communities including Welsh language schools, communities with high levels of deprivation and rural areas where pharmacy vacancies are particularly hard to fill. It will build on current Train Work Live and Careersville pharmacy content and support the mental health and primary care workforce plans.

### **Action 6 - Create and share an evidence base that describes pharmacy job roles and total reward package that will retain the current and attract the future pharmacy workforce**

Short-term project to scope and summarise the job offers and total attraction packages system wide. Secure research resource (via Pharmacy Research Wales or HEIW Clinical Fellows) to capture views, at grassroots level, about the job offer each pharmacy staff group are looking for. Learning will be shared with all employers to use in a local context to create rewarding jobs that will also meet future service need.

### **Action 7 - Develop bespoke solutions to improve attraction and recruitment into pharmacy roles in areas where rurality is a specific challenge**

Identify and deliver solutions to the disincentives associated with attraction and retention of pharmacy workforce into rural areas via a multi-professional approach.

### **Action 8 - Develop Clinical Researcher and Clinical Academic career pathways for pharmacy professionals with equitable access to training and funding opportunities**

Work with Pharmacy Research Wales and other partners to develop research career pathways for pharmacy professionals and ensure access to training and funding is equitable to dental and medical opportunities.

### **Action 9 - To support consistent implementation of career development frameworks across all NHS services areas, all job descriptions for pharmacy roles are mapped to the skills and competencies of recognised national pharmacy career frameworks (e.g. Royal Pharmaceutical Society)**

A project to support identification of pharmacy job roles by level of practice or competency required against the relevant career development framework, rather than by location of work (and Band for NHS).

For the NHS, scope the opportunity to update pharmacy job profiles so that descriptions are aligned to skills and competencies of the specific pharmacy career development framework

## Theme 3 – Seamless Workforce Models

### **Action 10 - Improve public awareness and understanding of the changing pharmacy roles in healthcare**

A national media campaign to improve public understanding of how pharmacy roles and services are transforming. This will retain public trust and support a reduction in workforce pressures through appropriate accessing of services.

### **Action 11 - As a foundation from which to build more collaborative working with the wider health and social care workforce, improve the understanding of how all pharmacy roles are transforming**

Short-term project to scope the current understanding and learning needs of our Health and Social Care Partners about the new 'Initial Education and Training Standards',<sup>3</sup> 'A New Prescription',<sup>15</sup> and 'Transforming Access to Medicines', and explore how working relationships and interfaces with pharmacy services will change to benefit the public.

Improved understanding will help with development of referrals pathways that include pharmacy and support seamless working. Findings will be taken forwards into relevant fora which will include, for example, the Primary Care Workforce Strategy, Strategic Programme for Primary Care and Urgent and Planned Care workstreams

### **Action 12 - Agree and implement a Consultant Pharmacist Strategy Wales**

This work will increase the pool of 'consultant-ready' pharmacists in Wales. Where there is service need in clinical teams, where patients have complex medicines needs, this will support development of consultant pharmacist posts providing clinical career pathways that will retain specialist pharmacists and better support medicines education, training and research agendas for the whole multi-professional clinical team

## Theme 4 - Building a Digitally Ready Workforce

### **Action 13 - Commission a digital pharmacy project to complete a horizon scan of technological advances that will impact pharmacy workforce roles**

Commission work to complete a scoping exercise, including literature review and engagement on the implications of emerging technologies on pharmacy workforce roles and training in the next 5 and 10 years. Work with Digital Health and Care Wales and other digital partners, such as Tec Cymru, to understand how digital workplans will impact pharmacy roles

### **Action 14 - Develop consistent generic digital skills, competencies and behaviours within the pharmacy workforce using the HEIW Digital Capability Framework**

Assess and develop the knowledge skills and competence of the pharmacy workforce, training needs will be identified and supported against the HEIW Digital Capability Framework<sup>26</sup> for Healthcare in Wales so everyone can engage with new technologies that deliver clinical advances. This will include identifying and creating Digital Champions and networks to support operational transformational and collaborative work

### **Action 15 - Develop Digital Clinical Leaders within Pharmacy to influence and lead digital transformation**

Identify the individuals in pharmacy to develop against The Digital Skills Academic Framework, an academic pathway for clinicians to develop digital, technology and informatics skills to shape the health care digital revolution.

This supports advanced clinical staff developing additional skills to bring technology into their clinical practice (e.g. Artificial Intelligence and Robotics) to improve specific clinical outcomes in a service user group.

Following on from the success of Clinical and Nursing Information Officer roles, supporting implementation of the Welsh Nursing Care Record, we will explore the potential of the role of Chief Pharmacy Information Officer to support electronic advances relating to medicines.

## Theme 5 - Excellent Education and Learning

### **Action 16 - Expand the access to immersive technologies for the pharmacy workforce during their healthcare education and development in Wales**

Pharmacy is increasingly engaged with the co-ordinated centralised vision for embedding immersive technologies across healthcare education and training with the HEIW digital team. This may include scoping the ways that enhanced digital and simulation-led learning can be used to support the integration of complex problem solving and improve multi-professional team working and learning at all stages of the pharmacy career development pathways

### **Action 17 - Ensure all HEIW funded training programmes are delivered in accordance with the HEIW Quality Framework**

This includes Quality planning; from 'needs assessment' to 'commissioning', Quality Management; with enhanced monitoring, Quality Assurance; through audit and evaluation and Quality Improvement; through developing best practice.

### **Action 18 - Explore the opportunities for multi-sector training opportunities for pre-registration pharmacy technicians**

Short-term project to scope the benefits and needs to transform pharmacy technician training to a multi-sector experience

### **Action 19 - Work with partners to develop proposals for the inclusion of genomics and advanced therapy medicines products within the education and training of the workforce**

Education and training will be made available across career pathways to ensure the pharmacy workforce can respond to the changes genomics and advanced therapy medicinal products will bring to practice

### **Action 20 - From 2026 all new pharmacist registrants in Wales will be supported to follow the Royal Pharmaceutical Society Foundation, Advanced and Consultant level framework**

Career progression will be competence based and registrants will need to achieve RPS credentials to progress from post-registration foundation to advanced or consultant practice

### **Action 21 - Improve access to central resources which support career development frameworks for all roles in the pharmacy team**

As part of the annual Education and Training Plan HEIW will review resources available to each pharmacy workforce group (support staff, professional trainees, pharmacy technicians and pharmacists) at each level of credentialing and we will address any gaps.

### **Action 22 - Increase numbers of Designated Supervisors, tutors and mentors at all stages of pharmacy career frameworks**

Short-term project to scope and report on options within and outside pharmacy to grow numbers of Designated Supervisors, tutors and mentors to meet the growing pharmacy workforce need. Support will need to be multi-professional.

### **Action 23 - Increase multi-professional training opportunities for pharmacy professionals**

Despite evidence of the benefits of multi-professional learning, there are limited opportunities for pharmacy professionals to train with others.

Scope and highlight priority areas for multi-professional development for national training programmes for each pharmacy staff group and for post-registration career frameworks. Progress these with professional partners.

## Theme 6 – Leadership and Succession

**Action 24 - Establish tailored access routes for each pharmacy staff group to engage with the compassionate and collective leadership tools and resources available on Gwella.**

All those supporting NHS service provision must engage with Compassionate Leadership Principles if we are to succeed in providing compassionate care through our services. We will increase engagement with leadership development offerings through the HEIW Gwella website and develop signposting to pharmacy support staff and professionals at each stage of the pre- and post-registration, advanced and consultant level frameworks. Compassionate leadership will help create cultures where employees feel valued safe and empowered to improve care.

**Action 25 - Develop and deliver clinical and professional leadership solutions aligned to the Workforce Strategy for Health and Social Care that reflect the pharmacy workforce requirements**

Effective medicines leadership at team and service level is essential to the quality of health services and can be provided by pharmacy professionals. Whilst we must avoid a silo approach in the development of our leaders, there is an argument to suggest that we need to increase momentum in the roll-out of leadership development where the pharmacy workforce has historically been underdeveloped.

**Action 26 - Deliver and develop professional leadership solutions that align to the leadership strategy for health and care in Wales and reflect the pharmacy workforce requirements**

The quality of senior leadership is essential to the positive culture and working environment in pharmacy services. Initial support targeted at senior pharmacy leaders will support them to develop collective and compassionate leadership culture for junior staff coming through.

## Theme 7 - Workforce supply and Shape

### **Action 27 - Improve access to workforce information and ensure visibility of pharmacy data and outcomes in HEIW Education to Employment Pipeline**

Work with partners so that pharmacy workforce information is available quarterly for all pharmacy sectors by staff group, health board and cluster by aligning datasets for NHS, general practice and community pharmacy workforces

### **Action 28 - Introduce a systematic analysis of data and workforce planning for a sustainable pharmacy workforce to enable better data driven commissioning**

Assemble a group to identify current and future risks and opportunities to pharmacy workforce sustainability who will monitor progress with developing a workforce reflective of our population's diversity, Welsh language, and cultural identity. Escalate issues needing to be addressed with partners. Explore what processes can be implemented in the UK to raise awareness of major trends affecting pharmacy, gathering external information for forecasting to aid responsiveness and resilience as seen in the American Pharmacy Forecast

### **Action 29 - Develop workforce planning skills amongst pharmacy professionals in all health boards and all sectors and across different clinical specialities**

Support pharmacy practitioners in the service to influence or produce speciality workforce plans for their area of practice, (local, regional, or national) prioritised in line with National Clinical Plans. This may include access to multi-professional developments or part-time short-term secondments to access HEIW resources.

### **Action 30 - Collaborate to ensure a clear narrative for pharmacy roles and workforce development running through all Integrated Medium-Term Plans with local adaptations**

Clear proactive messaging from the professions via workforce plans for Health Boards as part of the IMTP and commissioning cycles. This includes general practice and community workforces, which represents the majority of the pharmacy workforce.

### **Action 31 - Report on the feasibility of a wider range of 'supply' options into the pharmacy registrant workforce.**

Options appraisal work will explore the feasibility and priority of re-freshing 'Return to Practice', packages, developing pharmacy degree apprenticeships, undertaking international recruitment programmes, and creating a pathway to registration in Wales for displaced pharmacists and pharmacy technicians with refugee status.